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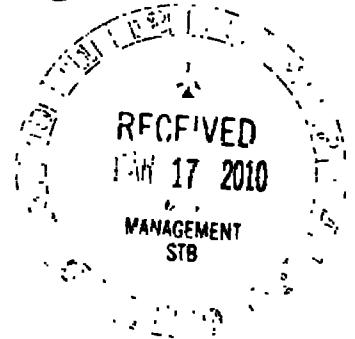
March 17, 2010

Honorable Anne Quinlan
Surface Transportation Board
395 E Street, S.W.
Washington, DC 20423-0001

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Office of Proceedings

MAR 17 2010

Part of
Public Record



Re: STB Finance Docket No. 35305
Petition of Arkansas Electric Cooperative Corporation's for Declaratory Order

Dear Ms. Quinlan,

I attach hereto a supplement to Arkansas Electric Cooperative Corporation's Public and Highly Confidential filing made on March 16, 2010 in the above-referenced matter.

The supplement is the resume of Michael A. Nelson which was inadvertently omitted from both the Public and Highly Confidential versions of Arkansas Electric Cooperative Corporation's March 16, 2010 filing.

Respectfully submitted

A handwritten signature in black ink, appearing to be "Alex Menendez", written in a cursive style.

Alex Menendez, Esq.

ENTERED
Office of Proceedings

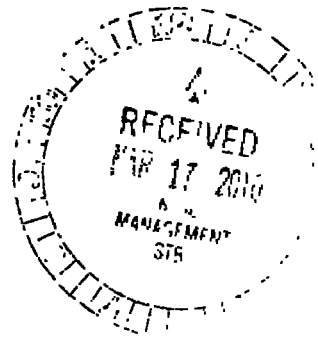
MAR 16 2010

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enclosure

MICHAEL A. NELSON

131 North Street
Dalton, MA 01226



EDUCATION

M.S. Civil Engineering, Massachusetts Institute of Technology

M.S. Management, Alfred P. Sloan School of Management, Massachusetts Institute of Technology

B.S. Management, Massachusetts Institute of Technology

Concentrations in transportation systems, economics and operations research.

EXPERIENCE

Mr. Nelson is an independent transportation systems analyst. He provides management and economic consulting and litigation support. His work typically involves developing and applying methodologies based on operations research, microeconomics, statistics and/or econometrics to solve specialized analytical problems, as illustrated by the following examples of his experience:

A. Railroad

On behalf of Arkansas Electric Cooperative Corporation (AECC), Mr. Nelson submitted testimony to the Surface Transportation Board (STB) in Docket No. 42104/Finance Docket No. 32187. This testimony analyzed and commented on the efficiency of various rail routes for transporting coal from the PRB to the Independence Steam Electric Station (ISES) at Newark, AR, and on the effects of interchange commitments on different options.

Also on behalf of AECC, Mr. Nelson submitted testimony to the STB in Finance Docket No. 35081. This testimony addressed the effects of the proposed control by Canadian Pacific Railway (CP) of Dakota, Minnesota & Eastern Railroad (DME), with a particular focus on the planned DME

construction project and other potential initiatives to create a new rail outlet for coal from the Powder River Basin (PRB).

On behalf of a group of landowners, Mr. Nelson developed information and provided oral testimony regarding DME's PRB project in land condemnation proceedings initiated by DME in Wyoming.

Also on behalf of AECC, Mr. Nelson submitted testimony to the STB in Ex Parte No. 657 (Sub-No. 1) regarding specific proposals to improve the "stand alone" cost (SAC) methodology used to assess the reasonableness of contested rail rates.

Also for AECC, Mr. Nelson analyzed issues related to rail transportation service in the supply of coal to two potential sites for a new electric generation facility in Arkansas. This work included analysis of likely rate levels in light of movement- and site-specific competitive and operational considerations.

Also on behalf of AECC, Mr. Nelson submitted testimony to the STB in Ex Parte No. 658. This testimony provided comments on rail regulation under the Staggers Act, and identified potential changes in rail regulation that would be consistent with the public interest and expected future industry conditions.

On behalf of a group of coal users, including Ameren, Dominion and AECC, Mr. Nelson submitted a verified statement to the STB in Finance Docket No. 34421. This testimony addressed technical, operational and public interest considerations associated with a proposal to permit the construction of a competing rail line within the unused portion of an existing rail carrier's right-of-way.

Mr. Nelson has developed information to assist coal users in responding to the coal supply problems created by the May 2005 derailments and subsequent rail throughput constraints on the PRB Joint Line. He has identified potential actions by coal users to improve PRB coal throughput, transportation issues for substitute coals and fuels, and steps to facilitate rail cooperation.

In response to a public request by the STB for suggested improvements in the SAC methodology, Mr. Nelson provided

written and oral testimony in STB Ex Parte No. 657. This testimony identified potential methodological refinements in 10 specific areas, and was cited by Commissioner Mulvey for its high responsiveness to the Board's request.

Mr. Nelson is the founder of the Coalition to Foster Improved Rail Economy ("CoalFIRE"). This initiative is open on a subscription basis to current and prospective PRB coal users. It identifies and promotes awareness of specific potential group actions to improve the competitiveness of PRB rail transportation options within the current legal and regulatory framework. Over 20 specific potential group actions have been identified to date, including steps to add/restore competitors, increase the effectiveness of existing competitors, increase customer leverage and develop external pressure for reasonable competitive conduct by the current PRB rail duopoly.

For a powerplant developer, Mr. Nelson analyzed issues related to rail transportation service in the supply of coal to two potential sites for a new generation facility in Oklahoma. This work included analysis of likely rate levels in light of movement- and site-specific competitive and operational considerations.

Mr. Nelson prepared a 10-year forecast of expected changes in rail productivity and competitive rail rate levels for the movement of coal from the PRB. This forecast has been provided on a subscription basis to interested parties, and is believed to be the only such forecast that is based on analysis of specific anticipated productivity enhancements (as opposed to extrapolation of past trends). Subscribers have used this information to analyze the merits of converting to PRB coal, to support contract negotiations and for other strategic and planning purposes.

For a powerplant developer, Mr. Nelson analyzed issues related to the anticipated reliance on competitive rail transportation service in the supply of coal to a planned new generation facility in Missouri. This work included analysis of likely rate levels in light of unique limitations faced by one of the competing rail lines.

On behalf of a group of over two dozen major electric utilities, Mr. Nelson provided strategic guidance and analytical support, and participated in negotiations with a Class I railroad regarding prospective multi-billion dollar

investments by the utilities to improve their coal transportation options.

For a midwestern utility, Mr. Nelson assisted in the development of improved transportation options for a large coal-fired generating station. As part of this work, he reviewed an analysis performed by a major engineering contractor, and identified a series of cost-effective options that had been overlooked. He then provided strategic guidance and analytical support in the development process.

For a mining company, Mr. Nelson analyzed the transportation options that would be available for a prospective new facility in western Colorado. This included detailed consideration of the "new facilities" condition imposed by the STB in its approval of the merger of the Union Pacific (UP) and Southern Pacific (SP) railroads.

For AECC, Mr. Nelson submitted statements to the STB in Finance Docket Nos. 34177 and 34178. These statements addressed the actual and potential competitive roles of I&M Rail Link (IMRL) in domestic coal transportation, and the prospective impacts associated with control of IMRL by the Dakota, Minnesota and Eastern Railroad (DME).

On behalf of the Town of Easton (MA), representing a coalition of towns, Mr. Nelson identified and corrected a series of substantial errors and inconsistencies in the Final Environmental Impact Report for the proposal by the Massachusetts Bay Transportation Authority (MBTA) to provide new commuter rail service to New Bedford and Fall River. This extended Mr. Nelson's previous analyses, which had identified and documented a series of significant errors in the development of the MBTA's conclusions regarding the alleged infeasibility of a key alternative route. Mr. Nelson also identified and made preliminary assessments of other alignment and operational possibilities that had been inappropriately omitted from consideration.

As a subcontractor to The Brattle Group, an economic consulting firm, Mr. Nelson provided guidance to the Mexican railroad TFM regarding the identification of different types of competitive and efficiency issues raised by the proposed merger of the other two principal Mexican

railroads (Ferromex and Ferrosur). The merger was denied by both the national transportation and antitrust authorities.

For the Cowboy Railroad Development Company (CRDC), a group of major electric utilities, Mr. Nelson directed the identification and evaluation of alternative routes and strategies for creating a new railroad access across Nebraska to coal mines in the PRB.

As part of the work for CRDC, Mr. Nelson analyzed the degree to which the UP/SP merger foreclosed competitive routes that could be offered by a new PRB rail carrier. The results of this analysis were submitted to the STB in Finance Docket 32760 (Sub-No.21), which provided oversight of the UP/SP merger and its impacts.

For a major electric utility, Mr. Nelson performed a detailed analysis of rail transportation options for PRB coal movements to the Sunflower Electric generating station at Holcomb, KS. The results of this analysis were used by the utility in assessing the merits of investing in a planned expansion of that facility.

For an assortment of major electric utilities and power producers, Mr. Nelson has performed detailed analyses of rail transportation options, including build-outs, for a total of over 30 large coal-fired generating stations. The results of these analyses have served as the basis for management decisions that are projected to save many millions of dollars in fuel costs.

On behalf of AECC, Mr. Nelson submitted a statement to the STB in Finance Docket 32760 (Sub-No.21). This statement addressed competitive issues resulting from the UP/SP railroad merger, with a particular focus on the effect of trackage rights compensation levels.

On behalf of the Committee to Improve American Coal Transportation (IMPACT), Mr. Nelson submitted a statement to the STB in Ex Parte 582 (Sub-No. 1). This statement addressed a wide range of issues related to rail merger policy.

For a major Class 1 railroad, Mr. Nelson assisted senior management staff in the design and evaluation of a potential construction project.

For the Mid-States Coalition for Progress (a group of landowners), Mr. Nelson analyzed the proposal by DME to construct an extension of its line into the PRB. Mr. Nelson developed estimates of DME's volumes and unit revenue levels on the basis of a plant-by-plant analysis, taking into account likely future market conditions and the competitive capabilities of the UP and Burlington Northern Santa Fe (BNSF). Mr. Nelson's analysis was filed at the STB (Finance Docket No. 33407).

For the National Railroad Passenger Corporation (AMTRAK), Mr. Nelson investigated issues related to the definition of "express" traffic that AMTRAK is permitted to carry (STB Finance Docket No. 33469). Mr. Nelson analyzed relevant data from the STB Rail Waybill Sample and the Census of Transportation, and investigated the factors affecting use of Amtrak by the U.S. Postal Service. The definition of "express" eventually adopted by the STB was consistent with Mr. Nelson's findings.

For the Moffat Tunnel Commission (Colorado), Mr. Nelson analyzed the factors affecting future railroad use of that tunnel, which traverses the Continental Divide and serves the principal Colorado coal fields on the UP line that formerly was the Denver and Rio Grande Western Railroad (DRGW) main line west of Denver. The tunnel had historically been owned by the Commission (and leased to the railroad), but under sunset legislation was being offered for public sale. Mr. Nelson's analysis included study of the utilization of Colorado/Utah vs. PRB coals in the context of the central corridor conditions imposed by the STB in the UP/SP merger.

For CP, Mr. Nelson performed detailed studies of competitive and traffic issues associated with the acquisition and break-up of Conrail by Norfolk Southern and CSX (Finance Docket No. 33388). These studies included analyses of competitive issues in the area served by the former Delaware and Hudson (a CP subsidiary) and in the midwest, competitive issues involving coal traffic throughout the Conrail service area, and traffic impacts associated with potential remedial conditions. CP relied upon the results of Mr. Nelson's studies in reaching its settlements with Applicants in that case.

For SP, Mr. Nelson provided expert testimony before the Interstate Commerce Commission (ICC) in Finance Docket No.

32133 (the proposed control of C&NW by UP). This testimony was based primarily on Mr. Nelson's analyses of data from the Rail Waybill Sample, which identified substantial numbers of specific flows for which the proposed transaction created different types of potential competitive problems (including losses of point-to-point competition, source competition, competition in grain originations, and shipper leverage). In addition, Mr. Nelson's testimony utilized Rail Waybill Sample data to demonstrate the occurrence of merger-related foreclosure from previous UP acquisitions, and provided statistical support for SP's traffic study. Mr. Nelson also conducted a detailed investigation of the impact of the merger on source competition for western coal.

For Rio Grande Industries (RGI), Mr. Nelson provided expert testimony before the ICC in Finance Docket No.'s 31505 (the proposed acquisition by RGI of Soo's Kansas City - Chicago line) and 31522 (the proposed acquisition by RGI of the Chicago, Missouri and Western line between St. Louis and Chicago) based on his analysis of Rail Waybill Sample data. This testimony involved analysis of potential cumulative anti-competitive effects from the proposed transactions, development of time-series estimates of rail traffic volumes and carrier shares in different flows, and assessment of the statistical reliability of the portions of the testimony of other RGI witnesses that were based on Rail Waybill Sample data.

Also for RGI, Mr. Nelson provided expert testimony before the ICC in Finance Docket No. 32000, the consolidation of SP and DRGW. This testimony involved analysis of Rail Waybill Sample data to determine rail traffic volumes in different flows, the statistical reliability of studies conducted by other RGI witnesses, and potential competitive problem flows associated with a consolidation of SP and KCS.

For DRGW, Mr. Nelson provided expert testimony before the ICC in Finance Docket No. 30800 (the acquisition of MKT by UP) based on his analysis of Rail Waybill Sample data. This testimony involved examination of intramodal competition in the central corridor, development of traffic flow databases utilized by other witnesses, assessment of the statistical reliability of other witnesses' studies, and analysis of issues related to use of market share data from waybill

samples to evaluate the competitive impact of the proposed merger.

Also for DRGW, Mr. Nelson provided extensive expert testimony before the ICC regarding a number of issues raised by the proposed merger of SP with ATSF (Finance Docket No. 30400):

* Mr. Nelson provided a detailed comparison of the economic and operating characteristics of the intercity trucking and railroad industries, with a particular focus on long-haul markets. Mr. Nelson's analysis of the trucking industry utilized the National Motor Transport Data Base (NMTDB). For this study, Mr. Nelson developed and implemented analytical techniques that compensate for the non-random sampling procedures employed in the gathering of the NMTDB, making it possible to use this source to reliably conduct studies at the industry and corridor level. The Commission adopted the results of Mr. Nelson's study verbatim in its analysis of the anti-competitive consequences of the proposed merger.

* Using the NMTDB and the Rail Waybill Sample, Mr. Nelson analyzed the extent to which rail pricing and services on selected traffic are determined by competing intercity trucking alternatives available to shippers. This analysis was conducted at a highly detailed level, and included explicit accounting for the handling characteristics of each rail commodity and the operating economics of the corresponding truck equipment needed.

* Mr. Nelson analyzed the tests applied by various economists in the proceedings, including those of the U.S. Departments of Justice and Transportation, to identify rail traffic that would most likely be subject to anti-competitive effects in the wake of the proposed merger. Mr. Nelson identified circumstances under which these tests systematically yield invalid results, and provided guidelines for their proper application.

* Mr. Nelson identified improvements needed in the merger applicants' initial methodology for estimating the rail traffic diversions that likely would result from the proposed merger.

* In addition to this expert testimony, Mr. Nelson served as principal investigator for several studies

underlying testimony offered by other witnesses, addressing issues related to intramodal (rail) competition, product and source competition, shipper benefits and leverage and trackage rights compensation. Mr. Nelson also conducted a number of special studies on request for other witnesses and counsel.

For a private client, Mr. Nelson participated in a study of the purchase and utilization of jumbo covered hopper cars by shippers and railroads. This study involved extensive analysis of the Rail Waybill Sample and other data sources, and included a detailed examination of historical car shortages in light of economic and traffic conditions, and other related factors. The results of Mr. Nelson's work were incorporated in testimony before the ICC.

As a subcontractor to consulting firms, Mr. Nelson has participated in a number of other rail-related studies. These include (1) analysis of Rail Waybill Sample data to address issues stemming from traffic protective conditions at the Jacksonville (FL) gateway between FEC and CSX, and (2) analysis of CN's Port Huron-Sarnia tunnel project and the alternative of a tunnel at Detroit-Windsor.

B. Postal Service

For Magazine Publishers of America (MPA) acting on behalf of a coalition of periodicals mailers, Mr. Nelson analyzed several issues related to the purchased transportation costs incurred by the Postal Service. This included identification of feasible cost reductions and efficiency improvements, as well as development of needed refinements in the methods used by the Postal Service to analyze transportation costs. The results of this analysis were presented to the Postal Rate Commission (PRC) in the R2000-1 omnibus rate case. A portion of the identified costing refinements has been adopted by the Postal Service.

Mr. Nelson identified and developed opportunities for a major publisher to create more efficient and desirable price/service options by avoiding selected costs in its mailings of periodicals. This work included consideration of transportation, delivery and unfunded retirement liability costs.

For Foster Associates (under contract to the Postal Service), Mr. Nelson worked in the following areas:

* Delivery costing - Mr. Nelson developed a series of refinements in delivery cost analysis procedures. These refinements included analysis of driving time on motorized letter routes, collection costing and extensive revision of costing for special purpose routes and special delivery messengers. In support of the new methodologies, Mr. Nelson developed data collection plans and assisted in the development of survey instruments and innovative procedures to gather new field data from carrier and messenger operations. He conducted extensive analysis of the new data, including development of data cleaning and weighting procedures, analysis program logic, and specifications for new econometric models. He also identified an overlap in costing systems that produced a "double-count" of delivery activity performed by personnel other than special delivery messengers but charged to LDC 24 (Cost Segment 9). He developed spreadsheet modifications needed to incorporate the costing refinements and new data, and eliminate the "double-count" problem. The results of Mr. Nelson's delivery costing work were presented before the PRC in the R97-1 omnibus rate case. The PRC adopted 9 out of 10 of Mr. Nelson's recommended methodological changes, 2 with commendations.

* New products - Mr. Nelson identified the cost basis for a number of potential new product offerings involving Express Mail and Priority Mail, and developed the analytical framework and information needed to support their implementation. This included design and analysis of a new field study of relevant Express Mail piece characteristics, which was also presented by Mr. Nelson in the R97-1 rate case.

* Litigation support - In Docket No. R94-1, Mr. Nelson reviewed intervenor testimony regarding city delivery carrier and transportation issues, and developed discovery and cross-examination topics for Postal Service counsel.

* IOCS - Mr. Nelson developed refinements in IOCS data gathering procedures to improve the validity and precision of available information regarding Express Mail activities. Mr. Nelson then interpreted the initial results from the new data and provided suggestions for improvements in Express Mail costing procedures.

* Postal AMR - Mr. Nelson developed a plan for analyzing the street time costs associated with a proposal to have postal vehicles perform automated meter reading for utility companies.

* Eagle Network - Mr. Nelson developed a potential methodology for attributing the costs of dedicated air transportation services procured by the Postal Service.

For United Parcel Service (UPS), Mr. Nelson provided extensive expert testimony before the PRC in Docket No. R90-1. This testimony presented Mr. Nelson's studies of cost causality and/or elasticity within the city delivery carrier, special delivery messenger, vehicle service driver, purchased highway transportation and expedited air network operations of the Postal Service. These studies, which involved application of operations research techniques and development of econometric models and other statistical analyses based on postal data, were referenced and relied upon extensively by the PRC in its Opinion and Recommended Decision. To a considerable degree, these studies represented extensions and refinements of Mr. Nelson's previous studies, which were presented before the PRC in Mr. Nelson's testimony in Docket No. R87-1, and in Docket No. RM86-2B, a rulemaking proceeding established in part to explore issues raised in testimony before the PRC in Docket No. R84-1 for which Mr. Nelson served as principal investigator.

C. Other

Mr. Nelson participated in an airport master planning study for Sydney, Australia. For this study, he developed a comprehensive set of site selection criteria and evaluation measures.

Until February 1984, Mr. Nelson was a Senior Research Associate at Charles River Associates (CRA), an economic research and consulting firm, where his work experience included the following:

Freight Transportation

Mr. Nelson served as Manager of Consulting Services for the National Motor Transport Data Base (described above), which at the time was sponsored by CRA. In this position, he was responsible for handling client requests for information

from the database, including problem definition, sampling issues, conduct of analyses and reporting of results. He conducted specific analyses for a number of public and private clients.

Mr. Nelson served as principal investigator for a study of motor carrier safety and traffic characteristics. This study involved extensive analysis of a number of databases, including the FHWA "Loadometer" Study, the 1977 Census of Transportation, the ICC "Empty/Loaded" Survey, and the NMTDB. The results of his work were incorporated in testimony before the U.S. District Court on behalf of a private client engaged in litigation with a state over the use of twin trailers.

Mr. Nelson participated in several other projects providing support for motor carriers involved in litigation cases. For these clients he performed detailed financial analyses of motor carrier operations and traffic in different settings, and assisted in the preparation of testimony and briefs. Mr. Nelson also served as an internal consultant on a number of CRA's other motor carrier, railroad, and freight transportation studies.

For the U.S. Department of Transportation (DOT), Mr. Nelson was principal investigator of a study to develop a conceptual framework and data collection strategy for analyzing the impacts of the motor carrier regulatory reforms implemented under the Motor Carrier Act of 1980. For this project, Mr. Nelson was responsible for identifying and selecting specific research issues, data requirements, data sources and analytical techniques.

In a study for the Office of the Secretary of Transportation, Mr. Nelson made extensive use of probabilistic modeling techniques to develop quantitative estimates of potential fuel conservation resulting from selected aspects of proposed motor carrier regulatory reforms.

For DOT, Mr. Nelson was principal investigator for a study of the merits of alternative approaches that could be utilized by the ICC to implement the inflation-based index for allowable rate adjustments by railroads mandated by the Staggers Rail Act of 1980. For this study he analyzed the ICC's proposed approach and developed specific conclusions and recommendation in a number of issue areas,

including selection of the basic index, productivity adjustments, treatment of profit and non-recurring expenses, frequency of index adjustment, rate averaging, regional differences, collective ratemaking and fuel surcharges. The results of this study were used by DOT in formulating its response to the ICC's proposed approach.

For a private client, Mr. Nelson analyzed the logistical considerations involved in siting a plant to process imported high-value mineral ores. This study, which was part of a larger study to assess the overall economic feasibility of plant construction and operation, involved comparisons of costs and other attributes of a variety of modes and modal combinations, including rail, inland waterway, motor carrier and TOFC.

In a study of urban freight consolidation alternatives conducted for the U.S. Department of Energy (DOE), Mr. Nelson utilized principles of network analysis, simulation and queuing theory to evaluate and critique the merits of previous studies, and recommend research approaches for analysis of route and terminal consolidation strategies.

Also for DOE, Mr. Nelson was a major contributor to a study of potential fuel-use changes that could occur in response to dramatic fuel price increases. Mr. Nelson's work focused on the freight and intercity passenger transportation sectors and included analyses of opportunities for improvements in fuel efficiency by each mode under different fuel price increase scenarios, as well as modal shifts and net traffic reductions caused by resulting cost (and rate) increases.

Passenger Transportation

Mr. Nelson served as principal investigator for a series of Service and Management Demonstration Evaluations conducted for DOT. For three parallel assessments of the feasibility of user-side subsidies, and one demonstration of taxicab regulatory reforms and paratransit service innovations, he developed instruments for and implemented several surveys, conducted data analysis and prepared Final Evaluation Reports. For an assessment of alternative transit transfer policies, he developed research issues and data requirements, selected and supervised interviews of over 40 transit properties, and wrote or was responsible for all major deliverables. He assisted DOT in the development of

research issues to be addressed in demonstrations of innovative checkpoint paratransit services and in the review of a proposed paratransit policy.

Also for DOT, Mr. Nelson was principal investigator of a study of methods to improve transit productivity and cost-effectiveness. This study involved the identification and documentation of 146 distinct productivity-enhancement measures that have been implemented at U.S. transit properties, assessment of the transferability of each measure to different settings, and development of impact magnitude estimates. Prior to this project, Mr. Nelson developed over two dozen ideas for possible innovations to improve transit productivity and cost effectiveness.

Mr. Nelson participated in a financing study of the New York Metropolitan Transportation Authority's proposed multi-billion dollar capital improvement program. Mr. Nelson's responsibilities in this project involved econometric analysis of operating costs, with a particular emphasis on identifying the variability of different cost components with alternative future levels of rapid rail, bus, and commuter rail activity. The results of his work were incorporated in the MTA's Official Statement for the successful initial offering of \$250 million in transit revenue bonds.

For DOT, Mr. Nelson participated in a study to develop technical guidelines for use by local planners to satisfy alternatives analysis requirements. For this study he developed a matrix-based method for determining data requirements in different scenarios, and played a major role in the development of a method for generating locally responsive alternatives to high-capital transit investments using multicriteria decision techniques.

For the Massachusetts Port Authority, Mr. Nelson participated in a study to forecast future levels of passenger and air cargo activity at Logan International Airport. For this study, Mr. Nelson supervised data collection efforts, developed methods for synthesizing data from diverse sources (FAA, CAB, Port Authority records, etc.) to yield relevant market segment size estimates, and analyzed seasonality and short-term peaking phenomena.

Mr. Nelson also participated in a quantitative assessment of the market penetration potential and associated impacts

of electric vehicles for the Electric Power Research Institute (EPRI).

Thesis

In his graduate thesis at M.I.T., which fulfilled the thesis requirements for two Master's degrees, Mr. Nelson developed a comprehensive review of the theoretical and practical shortcomings encountered in the use of linear programming in a real time multiple vehicle routing and scheduling system (dial-a-ride). Based on network analysis techniques, he then developed a set of heuristic algorithms that avoided the shortcomings inherent in the linear programming (LP) approach. The performance of these algorithms was simulated by computer and found to meet or exceed the LP's performance in a variety of scenarios drawn from actual operating data.

TESTIMONY

Surface Transportation Board, Docket No. 42104/Finance
Docket No. 32187

- Rebuttal Verified Statement, 9-2-08

U.S. District Court - District of Wyoming, Civil No. 07 CV-142-D

- Oral Testimony, 3-19-08
- Oral Testimony, 5-29-08

Surface Transportation Board, Finance Docket No. 35081

- Verified Statement, 3-4-08
- Reply Verified Statement, 5-19-08

Surface Transportation Board, Ex Parte No. 657 (Sub-No. 1)

- Written Testimony, 5-1-06
- Reply Testimony, 5-31-06

Surface Transportation Board, Ex Parte No. 658

- Written Testimony, 10-12-05
- Oral Testimony, 10-19-05

Surface Transportation Board, Finance Docket No. 34421

- Verified Statement, 9-29-05

Surface Transportation Board, Ex Parte No. 657

- Written Testimony, 4-20-05
- Oral Testimony, 4-26-05

Surface Transportation Board, Finance Docket No. 34178

- Verified Statement, 11-14-02

Surface Transportation Board, Finance Docket No. 34177

- Verified Statement, 7-18-02

Surface Transportation Board, Finance Docket No. 32760
(Sub-No. 21)

- Verified Statement, 8-17-01
- Verified Statement, 8-18-00

Postal Rate Commission, Docket No. R2000-1

- Direct Testimony, MPA-T-3, 5-22-00

Surface Transportation Board, Ex Parte No. 582 (Sub-No. 1)

- Statement, 5-16-00

Surface Transportation Board, Finance Docket No. 33407

- Verified Statement, 8-31-98
- Supplemental Verified Statement, 10-28-98

Surface Transportation Board, Finance Docket No. 33469

- Verified Statement, 11-10-97
- Reply Verified Statement, 11-25-97

Postal Rate Commission, Docket No. R97-1

- Direct Testimony, USPS-T-19, 7-10-97

Interstate Commerce Commission, Finance Docket No. 32133

- Verified Statement, SP-20 (Volume 2), 11-29-93
- Rebuttal Verified Statement, SP-41 (Volume 2), 7-28-94

Postal Rate Commission, Docket No. R90-1

- Direct Testimony, UPS-T-1, 7-16-90
- Rebuttal Testimony, UPS-RT-1, 10-1-90

Interstate Commerce Commission, Finance Docket No. 31505

- Verified Statement, RGI-14/SOO-14 (Volume 2), 9-15-89
- Rebuttal Verified Statement, RGI-55/SOO-55, 2-15-90

Interstate Commerce Commission, Finance Docket No. 31522

- Verified Statement, RGI-7/CMW-7 (Volume 2), 8-25-89

Interstate Commerce Commission, Finance Docket No. 32000

- Verified Statement, RGII-10, 2-22-88
- Verified Opposition and Rebuttal Statement, RGII-59, 6-1-88

Postal Rate Commission, Docket No. R87-1

- Direct Testimony Concerning Special Delivery Messenger and City Delivery Carrier Street Time Costs, UPS-T-1, 9-14-87
- Rebuttal Testimony, UPS-RT-5, 11-23-87

- Statement Regarding SDWAFS Analyses, 12-1-87

Interstate Commerce Commission, Finance Docket No. 30800

- Verified Statement, DRGW-13, 4-7-87

- Verified Statement, DRGW-24, 7-13-87

Postal Rate Commission, Docket No. RM86-2B

- Direct Testimony Concerning City Delivery Carrier Street Time Costs, UPS-T-1, 12-1-86

Interstate Commerce Commission, Finance Docket No. 30400

- Verified Opposition Statement, DRGW-20, 11-21-84

- Verified Opposition Statement, DRGW-23, 12-10-84 (with Paul H. Banner)

- Verified Rebuttal Statement, DRGW-33, 5-29-85

PUBLICATIONS

Reports Prepared for Charles River Associates

User-Side Subsidy Demonstration Project: Lawrence, Massachusetts. Final Evaluation Report. Prepared for U.S. Department of Transportation. October, 1983.

Analysis of Labor Conditions and Union Status in the Intercity Trucking Industry. Final Report. Prepared for U.S. Department of Transportation. August, 1983.

Actions Being Taken by Transit Operators to Improve Performance. Final Report. Prepared for U.S. Department of Transportation. April, 1983.

User-Side Subsidy Demonstration Project: Montgomery, Alabama. Final Evaluation Report. Prepared for U.S. Department of Transportation. December, 1982.

Plan for Monitoring the Impacts of Regulatory Reforms Implemented Under the Motor Carrier Act of 1980. Final Report. Prepared for U.S. Department of Transportation. October, 1982.

New York City Transit Authority Revenue Feasibility Study: Economic Analyses and Projections. Final Report. Prepared for Metropolitan Transportation Authority, New York, NY. In part. October, 1982.

Taxi Regulatory Revisions in Dade County, Florida. Data Collection Plan. Prepared for U.S. Department of Transportation. April, 1981.

Analysis of Rail Cost-Plus Pricing Systems. Prepared for U.S. Department of Transportation. March, 1981.

Net Demand for Oil Imports: Preliminary Estimates of Short-Run Price Elasticities. Prepared for the U.S. Department of Energy. In part. December, 1980.

User-Side Subsidy Demonstration Project: Kinston, North Carolina. Final Evaluation Report. Prepared for U.S. Department of Transportation. October, 1980. Executive Summary reprinted in Taxicab Management November/December, 1981.

Potential Fuel Conservation from Regulatory Reform of the Trucking Industry. Prepared for Office of the Secretary of Transportation. July, 1980.

Operator Guidelines for Transfer Policy Design. Prepared for U.S. Department of Transportation. June, 1980.

State of the Art of Current Practices for Transit Transfers. Prepared for U.S. Department of Transportation. June, 1980.

"Generation of Transportation Alternatives." Technical Monograph prepared for U.S. Department of Transportation. January, 1979.

"Definition of Transportation Alternatives." Technical Monograph prepared for U.S. Department of Transportation. November, 1978.

Preliminary Analysis of Alternative Proposals to Encourage Efficient Service Concepts in Urban Freight Movement. Prepared for U.S. Department of Energy. In part. October, 1978.

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